ARMY CONTRACT WRITING SYSTEM (ACWS)

Statement Of Objectives (SOO)

Version 1.0

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Prepared By:
Product Manager
Army Contract Writing System (ACWS)

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Revision History

Version	Date	Summary of Changes
Version 1.0	4 April 2016	Final for publication

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1.0 Purpose

The Statement of Objectives (SOO) identifies the broad, basic, top-level objectives of a mature Commercially Available Off-the-Shelf (COTS) Contract Writing System (CWS)[1] and management solution for an Indefinite Delivery/Indefinite Quantity (IDIQ) contract with an initial 5-year ordering period with one option for an additional 5-year ordering period.

2.0 Background & Terms of Reference

2.1 Background

Over the last fifteen years, the Army has relied on the Standard Procurement System (SPS), the Procurement Automated Data and Document System (PADDS) and Virtual Contracting Enterprise (VCE) as its primary contract writing capabilities. The Army is pursuing an alternative as these systems are reaching the end of service life.

In October 2011, Defense Procurement and Acquisition Policy (DPAP) announced SPS termination plans, directing that no new contracts would be input into SPS after 30 September 2015, and that all use of SPS would cease on 30 September 2017. The services were further directed to plan, budget for and execute plans to support future contracting capabilities to replace SPS.

Also, in January 2012 through the FY13 National Defense Authorization Act Section 862, “Uniform Contract Writing Requirements”, Congress gave DoD direction to establish electronic contract writing systems that comply with uniform standards, requirements, rules, and controls.

In response to higher headquarters and congressional direction, the Army conducted an Analysis of Alternatives (AoA) and Cost Benefit Analysis (CBA). Those studies determined the strategy for the identification of a single enterprise-wide contract writing and management system that would replace SPS, PADDS, and the VCE suite of tools in order to meet the Army's current critical functional requirements and extend to meet future functional requirements.

On 25 September 2014, the Under Secretary of Defense (Acquisition, Technology and Logistics) (USD (AT&L)) signed a memorandum that updated the sunset (termination) date for use of the SPS. The USD (AT&L) directed all components to cease awarding

[1] "DoD defines a COTS-CWS as a commercially available software application, or product, whose core competency (out of the box) is to generate and issue FAR-based contracting actions (awards, orders, or modifications)." DoD Strategic Plan for Defense Wide Procurement Capabilities (A Functional Strategy), Version 2.1, February 12, 2016, Page 7.

any contracts, agreements, or orders through SPS after 30 September 2018. Use of SPS, for all contracts issued prior to the 30 September 2018, is allowed to continue until 30 September 2020. USD (AT&L) confirmed the original direction from October 2011, for each Service to budget for and execute plans to deploy future contracting capabilities. On 24 March 2016, USD (AT&L) approved the ACWS Acquisition Strategy and signed an Acquisition Decision Memorandum approving ACWS as an unbaselined Acquisition Category I (ACAT I) Major Automated Information System (MAIS), ACAT IAM and retained Milestone Decision approval.

2.2 Terms of Reference

The following terms are defined to ensure consistency in context. The definitions here shall take precedence over the content in the Requirements Traceability Matrix (Attachment 0004) or any other Request for Proposal (RFP) attachment. The RTM was approved 4 November 2015, and the definitions below were refined after that date.

- **Commercially Available Off-the-Shelf Contract Writing System (COTS-CWS)[2]** – A commercially available software application, or product, whose core competency (out of the box) is to generate and issue FAR-based contracting actions (awards, orders, or modifications).
- **Out Of The Box (OOTB)** – The released version of a COTS solution that includes those functions, capabilities, tasks, business processes, forms, or other operations that are available to any authorized user upon installation and initial setup of the hardware and software.
- **Configuration** – Any change within the defined set of COTS product parameters which the user can set and does not result in customization of the COTS product.

  Software configuration typically:

  - Enables or disables functionality that is readily available in the COTS product;
  - Includes the initial setup of a large system (e.g., install parameters, data-element names, functional security model, User Interface (UI) modification, settings, processes);
  - Includes the use of available menus and/or wizards to set the parameters that determine the workflow; and
  - Is not lost with a version upgrade of the COT product.
- **Extension** – Software code that provides additional functionality in the ACWS solution without disturbing the core software code. It may include additional interfaces, automation of additional contract writing/administration processes, and new data fields. Does not require a secondary license.

[2] ACWS herin incorporates the DoD definition for COT-CWS.

- **Plug-In / 3rd Party** – A software component that provides capability that cannot be inherently accomplished by the core COTS solution, and which requires a secondary license. This component will be installed or integrated with the existing COTS product(s) and should not require changes to the core code of the existing COTS product(s). It may include additional interfaces, automation of additional contract writing/administration processes, and new data fields. Once installed/integrated, the operations should seamlessly execute and be unnoticeable to the user.

- **Customization** – Any software development work to change or extend the functionality of a COTS product, resulting in changes to the core code of the COTS product that may or may not be incorporated as enduring functionality within the COTS baseline.

  Software customization may be used to create reports, interfaces, conversion objects, extensions, forms, or other capability to satisfy requirements specific to the Army that could not otherwise be implemented by the configuration process. Customization of the COTS product requires a detailed understanding of the COTS implementation and data schemas in order to develop new or change existing functionality of the product.

  Customization includes **Enhancement:** Capability that results from changes to the core code of a COTS product in order to improve existing functionality that cannot otherwise be accomplished through configuration or modification. Enhancements are expected to be included in future releases of the COTS product. Enhancements are anticipated to be system upgrades necessary to ensure continued alignment, improvement, and standardization of end-to-end contracting processes and maturation of infrastructure to handle the large transaction volume and data demands. This may include application version upgrades, automation of manual business process steps, automated access to additional data required for report completeness, major updates to meet changes in compliance requirements, and infrastructure modernization to address additional users, system scalability, technology refresh, prevailing industry standards, and emerging technologies.

3.0 Scope

This ACWS IDIQ contract will procure a COTS-CWS and management solution over a 5-year, up to 10-year, ordering period. Task Order 0001 will initiate the Risk Reduction Phase and additional Task Orders will continue through Development & Deployment Phase, to Operations & Support Phase (Reference DoDI 5000.02, Model 3).

The Army Contract Writing System (ACWS) will be the Army's single, next-generation, enterprise-wide contract writing, management, execution, and close-out software system. ACWS will facilitate the standardization of Army Procurement business processes and improve data exchange and business process workflow with selected Army Enterprise Resource Planning (ERP) systems. As a financial feeder system,

ACWS will meet the compliance requirements of the Federal Financial Management Improvement Act (FFMIA) of 1996.

The ACWS solution will meet the full scope of Army Contracting requirements and processes, including unique requirements in secure and non-secure locations, unique requirements supporting combat or non-combat contingencies, those within or outside the borders of the Continental United States, those supporting grants and assistance agreements, and those performing weapons systems, construction, installation, and other specialized contracting activities. See Attachment 0007 Concept of Operations/Operational Mode Summary/Mission Profile, Attachment 0005 ACWS Requirements Trace Matrix, Attachment 0008 Architecture Views). These documents aid in describing the context of the scope of the requirements for the ACWS solution.

The contracting solution must support the full breadth of contracting processes with the strategic goal of implementing a single software solution that will meet the Army's current and future end-to-end contracting operational requirements in any environment, including secure and disconnected environments. When deployed, ACWS will be used by approximately 10,000 end users in Government entities at approximately 300 different locations in support of installation, construction, medical services, expeditionary, transportation, and research and development contracting requirements.

The ACWS solution is expected to streamline end-to-end business processes; eliminate capability gaps of legacy systems; minimize customization that inhibits upgrades to the COTS solution; adapt to continuously emerging laws, regulations, and policies; minimize cost of operations, maintenance, and support; support financial auditability compliance requirements; promote and improve efficiencies when integrating with existing automated solutions; and where practical, minimize the number of existing and future interfaces.

4.0 Program Objectives

The ACWS program objectives are to execute a strategy for the identification, procurement and deployment of the Army's single, next-generation, enterprise-wide contract writing, management, execution, and close-out software system that will meet the Army's current critical functional requirements and extend to meet future functional requirements.

The ACWS Defense Business System Problem Statement was approved in September 2013:

> "The Army must move to a single enterprise-wide contract writing and management system to obtain business process efficiencies, support compliance with the FFMIA of 1996, integrate with existing Enterprise Resource Planning (ERP) solutions, and decrease the number of complex interfaces while fostering auditability. Due to the rapidly approaching SPS Sunset dates, the Army has an

urgent need to analyze available strategies, re-engineer business processes, select and implement a solution to replace current contracting capabilities."

The new capability is required to replace SPS, PADDS, and VCE. The end state is to streamline contracting end-to-end business processes; minimize operating, maintenance and support costs; where applicable minimize the number of existing and future interfaces; support financial auditability; and promote and improve efficiencies when integrating with existing ERP systems.

Attached as references are Attachment 0007, ACWS Concept of Operations/Operational Mode Summary-Mission Profile, and other applicable requirements documents which provide additional details for preparing the Contractor PWS and CDRLs. Table 1 provides the ACWS program objectives as High Level Objectives (HLO):

Table 1: ACWS High Level Objectives

Short Title	High-Level Objective Description
HLO – 1 **Adaptability**	Apply Better Buying Power initiatives to achieve efficiencies; Implement and maintain an open and scalable architecture that allows for capability enhancements, system adaptability, and technology insertion.
HLO – 2 **Contract Management and Administration**	Optimize standard business processes, procedures, templates and formats to enable contract administration and leverage Business Information (BI) to provide increased visibility and oversight over the management and administration of contracts.
HLO – 3 **Process & Data Integration**	Successful automated data exchanges and workflow across functional domains (procurement, finance, and logistics) and the DoD.
HLO – 4 **Integrated System**	Implement an integrated contract writing and management system that performs the full spectrum of procurement business processes to support the awarding and administration of legally binding procurement instruments in accordance with the FAR and its supplements while reducing overall system and process complexity, fostering usability, and eliminating redundant data entry within a single solution.
HLO – 5 **Net Ready**	Supports military operations, is entered and managed on the network, and effectively exchanges information
HLO – 6 **Operational Availability**	Capable of performing its assigned mission for the environment in which it is deployed.

Along with the information provided in Attachment 0005, ACWS Requirements Traceability Matrix, and Attachment 0007, Concept of Operations (CONOPS) Operational Mode Summary/Mission Profile document, these HLOs provide the

program level context in which the ACWS capability requirements are expected to be satisfied.

5.0 Business Outcomes

As a result of the ACWS contract performance, the Government expects to achieve the Business Outcomes defined in Table 2 and the Key Performance Parameters defined in Table 3.

Table 2: ACWS Business Outcomes

HLO #	Business Outcome Title	Business Outcome Description	Measurement	Threshold Value (T) Objective Value (O)
HLO – 1	BO – 1 Emerging Requirements	System will provide baseline capabilities and is adaptable to implement emerging requirements based on policy changes and/or user needs.	Amount of time required for the system to implement changes based upon user needs and policy updates that have been approved by the Configuration Control Board (CCB)/Procurement Systems Governance Board (PSGB) Process.	**T:** Implement system change < 8 months after CCB/PSGB approval **O:** Implement system change < 6 months after CCB/PSGB approval
HLO – 2	BO – 2 Data Accuracy and Integrity	Enforce standard business rules and workflows to ensure data accuracy and integrity.	Percentage of data reported that matches the data within ACWS.	T: 95% of data reported to Federal Procurement Data System – Next Generation (FPDS-NG) and Defense Assistance Awards Data System (DAADS) matches data within ACWS O: 98% of data reported to FPDS-NG and DAADS matches data within ACWS
HLO – 3	BO – 3-1 Procure-to-Pay Handshake 2; Pre-Award Funds Check	System performs integrity checks that ensures validation and re-verification of data (at the line item level) to account for changes since receipt of a Purchase Request	Percentage of instruments for which funds-check validations are executed prior to award.	**T:** 98% of instruments within ACWS have funds-check executed prior to award **O:** 99.5% of instruments within ACWS have funds-check executed prior to award

HLO #	Business Outcome Title	Business Outcome Description	Measurement	Threshold Value (T) Objective Value (O)
		(PR). (Handshake 2)		
HLO – 3	BO – 3-2 Procure-to-Pay Handshake 3; Integration with accounting systems	Obligations are posted accurately in the appropriate accounting system. (Handshake 3)	Percentage of instruments that are accurately recorded within the appropriate accounting systems IAW established business rules.	**T:** 95% of obligation data is accurately and electronically recorded in the appropriate accounting system **O:** 98% of obligation data is accurately and electronically recorded in the appropriate accounting system
HLO – 3	BO – 3-3 Accurate data exchange with external systems	Information shared and/or posted accurately in the appropriate system.	Percentage of instruments that successfully pass the Procurement Data Standard (PDS) validation.	**T:** 95% PDS validation success rate **O:** 98% PDS validation success rate
HLO – 3	BO – 3-4 Prompt data exchange with external systems	Information shared and/or posted promptly in the appropriate system.	Average time to electronically distribute data to Electronic Document Access (EDA). Transactions originating from 'disconnected state' should be measured from point of data-synchronization.	**T:** EDA Load Date < 24 hours (monthly average) **O:** EDA Load Date < 1 hour (monthly average)
HLO – 4	BO – 4 Optimized and standard Business Processes	A Contract Writing System that uses modern technologies to allow for configurable workflow and real-time collaboration using centralized services, standardized business rules, and standard data formats.	The percentage of business process models and templates that have been reduced, simplified or standardized as compared to the As-Is state.	**T:** 15% reduction, simplification or standardization **O:** 25% reduction, simplification or standardization

HLO #	Business Outcome Title	Business Outcome Description	Measurement	Threshold Value (T) Objective Value (O)
HLO – 5	BO – 5-1 Net Ready on Nonsecure Internet Protocol Router Network (NIPRnet)	A Contract Writing System that is maintained and sustained on the NIPRnet in both Continental United States (CONUS) and Outside CONUS environments.	Authority to Operate (ATO) granted for operations for NIPRNet Joint Interoperability Certification granted for NIPRNet	**T & O:** ATO granted for operations on NIPRnet Joint Interoperability Certification granted for NIPRNet
HLO – 5	BO – 5-2 Net Ready on Secret Internet Protocol Router Network (SIPRnet)	ACWS that is maintained and sustained on the SIPRnet in both CONUS and OCONUS environments.	ATO on SIPRnet Joint Interoperability Certification for SIPRNet	**T & O:** ATO granted for operations on NIPRnet Joint Interoperability Certification granted for NIPRNet
HLO – 6	BO – 6-1 Availability	System is operationally capable of performing assigned mission	Percentage of time that ACWS is operationally available (Uptime / (Uptime + Scheduled Downtime + Unscheduled Downtime)	**T:** 93.3% availability (monthly average) **O:** 96.7% availability (monthly average)
HLO – 6	BO – 6-2 Restorability (Reliability)	System: Average amount of time it takes for the system to be restored from a catastrophic loss of data and system operation Software: Average amount of time it takes for an ACWS process to be restored from a failure	System : Recovery Time Objective (RTO) & Recovery Point Objective (RPO) Software: Mean Time To Restore: Time starts after incident is logged; diagnostic analysis is completed in parallel to ensure the problem is not derived from a network or hardware issue	**T:** RTO = 24 Hours RPO = 12 Hours **O:** RTO = 8 hours RPO = 6 hours **T:** 4 Hours **O:** 2 Hours
HLO – 6	BO – 6-3 Maintainability	Average amount of time it takes to efficiently correct defects and/or failures	Mean Time To Repair (MTTR)	**T:** MTTR < 8 hours **O:** MTTR < 4 hours

Table 3: ACWS Key Performance Parameters (KPPs)

Key Performance Parameter	Subfactors	Threshold	Objective
Operational Availability HLO-6	Restorability (Reliability)	Recovery Time Objective (RTO) = 24 hours Recovery Point Objective (RPO) = 12 hours	RTO = 8 hours RPO = 6 hours
	Availability	93.3% availability (monthly average)	96.7% availability (monthly average)
	Maintainability	< 8 hours	< 4 hours
Net Ready (NR KPP) HLO-5	Support to Military Operations	95% Procurement Data Standard (PDS) Validation Success Rate	98% PDS Validation Success Rate
	Enter and be managed on the network	TBD (will be updated with the completion of the SV-7 architecture document with initial Information Support Plan)	TBD (will be updated with the completion of the SV-7 architecture document with initial Information Support Plan)
	Exchange Information	95%	98%

6.0 Contract Objectives

The ACWS Contract Objectives are to provide products and services to the Government based on a suite of COTS products, commercial standards practices, innovation, and risk management to meet the requirements in Attachment 0005, ACWS Requirements Trace Matrix. The Government seeks a COTS-CWS product currently in service with other Federal users, but will allow the use of limited, COTS software (e.g., third party) that is not currently in use within the federal Government, in order to provide a complete solution, with the greatest level of flexibility at the lowest level of risk that will allow end users to respond to emerging requirements without developing additional software.

This SOO is supplemented with other documents as attachments (e.g., Attachment 0007 Concept of Operations/Operational Mode Summary/Mission Profile, Attachment 0005 ACWS Requirements Trace Matrix, Attachment 0008 Architecture Views). These documents aid in describing the context of the requirements to satisfy the desired objectives/outcomes/results specified in this SOO along with performance metrics, measurements, and a Quality Assurance Surveillance Plan (QASP).

The Government is seeking the Contractor's most creative and cost effective approach, timeline, and overall solution. The Government is providing preliminary and *Notional* information, as well as planning imperatives, to help the Contractor develop an effective solution that addresses the ACWS requirements. Therefore, a prescribed approach is not provided, nor is the Contractor expected to conform to the Government's *Notional* planning baselines as long as the Contractor delivers the required solution while meeting or improving upon those baselines within the imperatives and constraints listed.

The Government has provided a preliminary list of Contract Data Requirements List (CDRLs) that the Contractor shall use, in whole or in part, to support it's solution. The Contractor, in response to the SOO, shall provide a Performance Work Statement which includes comprehensive and cost effective CDRLs. The Government CDRLs may be tailored to the Contractor's solution. The Contractor may recommend additional CDRL items, replacement CDRL items, or deletions of CDRL items. The Contractor shall provide a clear rationale for any combination of changes, additions, or deletions from the Government-provided CDRLs that the Contractor believes are prudent to support its unique solution.

The Government has provided within this SOO the following three *Notional* planning products: 1) *Notional* Program Schedule, 2) *Notional* Software Build Plan, and 3) CLIN structure and *Notional* Task Order Plan. These *Notional* products serve as the Government Planning Baseline and represent a minimal acceptable approach, upon which the Contractor should strive to improve. The ACWS program must meet all statutory requirements per DoDI 5000.02 as well as those in listed paragraph 9.0 Compliance References.

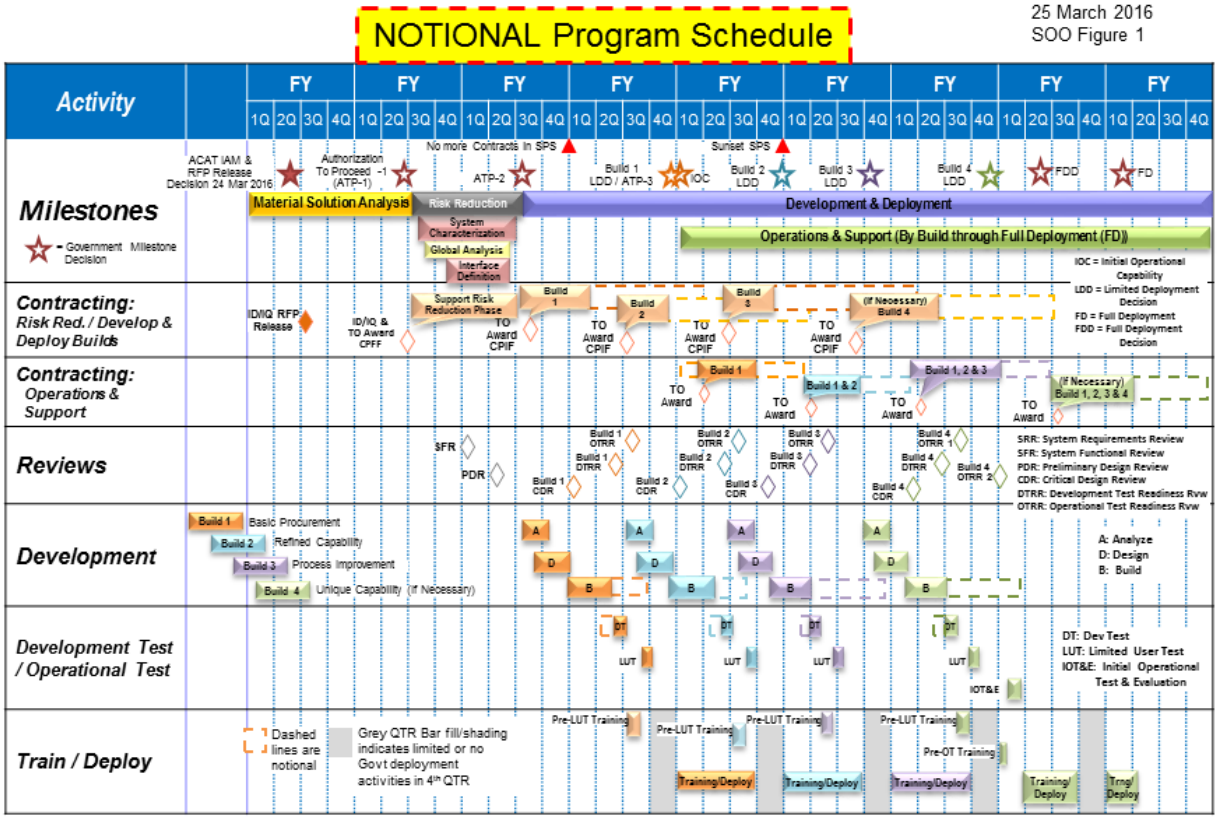

Figure 1: ACWS Notional Program Schedule

The ACWS *Notional* Program Schedule (Figure 1) provides an overarching view of the activities and events within the Government Product Management Office (PMO) oversight. The Contractor shall develop a unique program plan and schedule. Flexibility and tailoring of the timelines for events, phases, milestones and the number of software builds depicted is expected within the confines of the schedule imperatives and constraints listed below and those in paragraph 8.0 of this SOO.

The following schedule imperatives and constraints have been defined for the ACWS Program Schedule:

- The Notional Program Schedule above identifies Milestone A as Authorization to Proceed – 1 (ATP-1). Unless waived by the Milestone Decision Authority, the time between ATP-1/Milestone A and Full Deployment Decision (FDD) must not exceed five (5) years (Ref. DoDI 5000.02, Table 4)
- System Builds/Capabilities and required interfaces can be delivered/provided earlier
- Initial Operational Capability (IOC) is achieved when ACWS (See Figures 2 and 3):

  - Has been deployed and trained to at least one (1) Army Procurement command or sub-command (See Attachment 0010 Contracting Geographic Locations and Authorized Users)
  - Can be used to execute basic procurement functions (as defined in Figure)
  - Can successfully exchange data with all identified Federal and DoD systems (as defined in Figure 3)
  - Can successfully exchange data with a minimum of one (1) Army Financial system (e.g., General Fund Enterprise Business System (GFEBS), Logistics Modernization Program (LMP), or Corps of Engineers Financial Management System (CEFMS))
- Each software build must include a developmental test and an operational test specific to the capabilities of that build
- System deployment activities, including user training, cannot take place during the fourth quarter of any fiscal year due to the contracting community workload at the end of the fiscal year
- Concurrency of similar activities across builds may limit Government resource availability to adequately support development, testing, training, or fielding
- A specific number of software builds is not mandated
- Post IOC, the combination of capability sets is not mandated
- Secure environment baseline will not be deployed until after IOC

All program planning follows the requirements for an Acquisition Category IA, Major Automated Information System (MAIS) (ACAT IAM). Milestone Decisions (MS) are redesignated as Authorization to Proceed (ATP) decision points and the required documentation will be tailored at each point.

The *Notional* Software Build Plan (Figure 2) provides the IOC and Full Deployment (FD) definitions along with *Notional* Builds for a phased approach for development and delivery of the ACWS capability and interfaces:

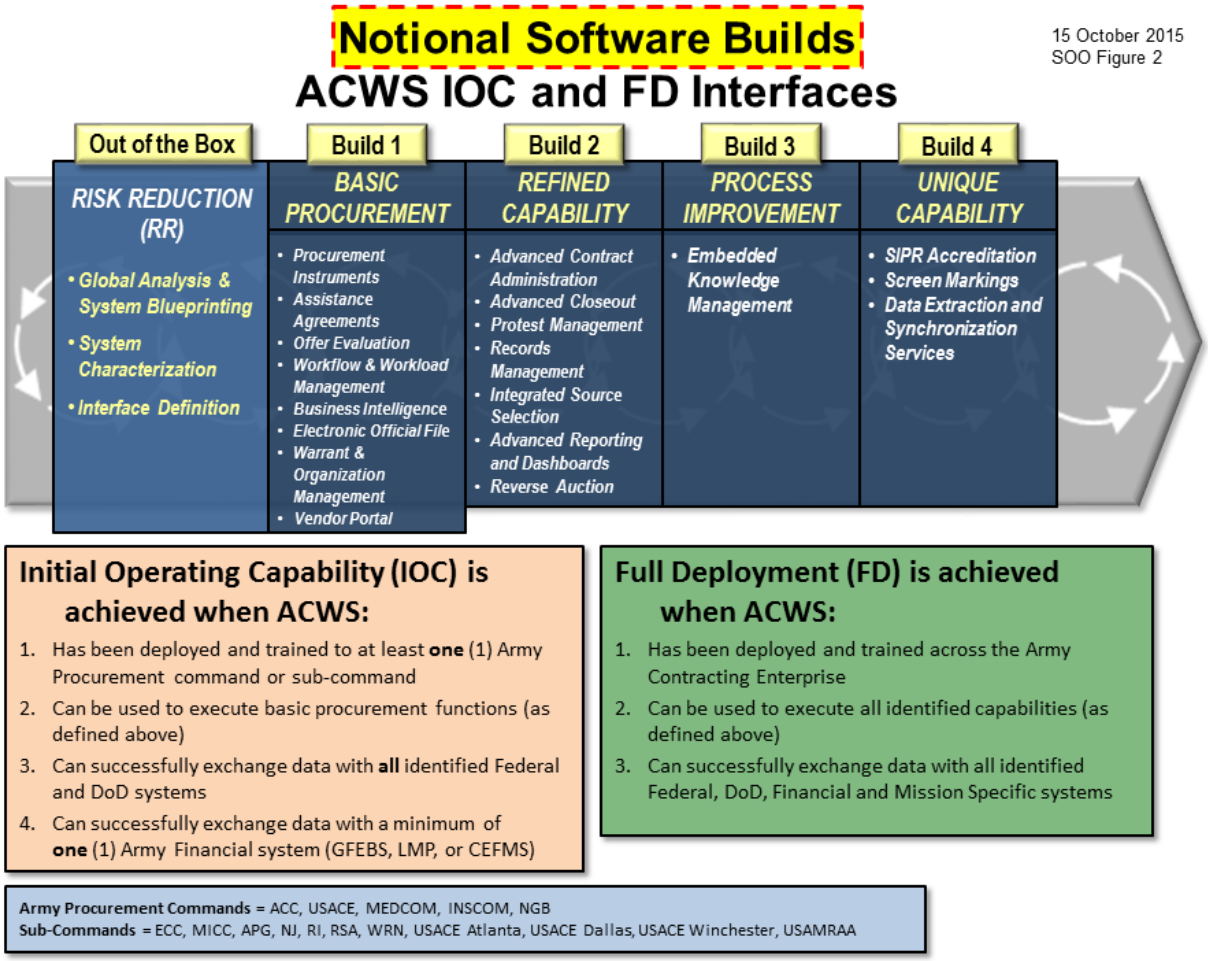

Figure 2: ACWS *Notional* Software Build Plan with IOC and FD Definitions

The IOC and FD with Interfaces are graphically depicted below (Figure 3):

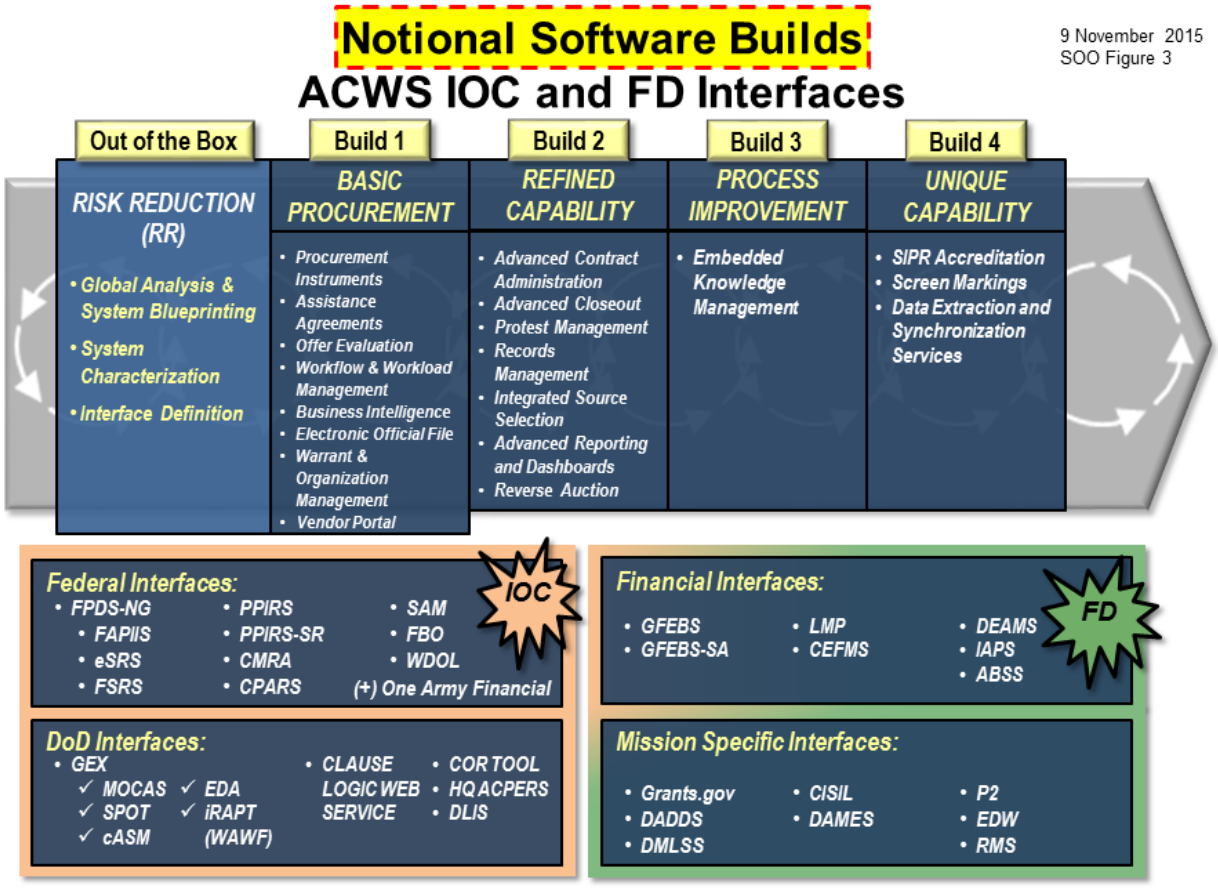

Figure 3: ACWS *Notional* Software Build with IOC and FD Interfaces

The Contract Line Item Number (CLIN) structure is defined in Figure 4 with a *Notional* Task Order Plan approach as the baseline. While the CLIN Structure is set, the Contractor may provide a different set of Task Orders after TO 0001. When Figure 4 is combined with the Figures 2 and 3, *Notional* Software Builds, early achievement of interfaces and delivery of capability may adjust the number of builds and therefore adjust the number of Task Orders.

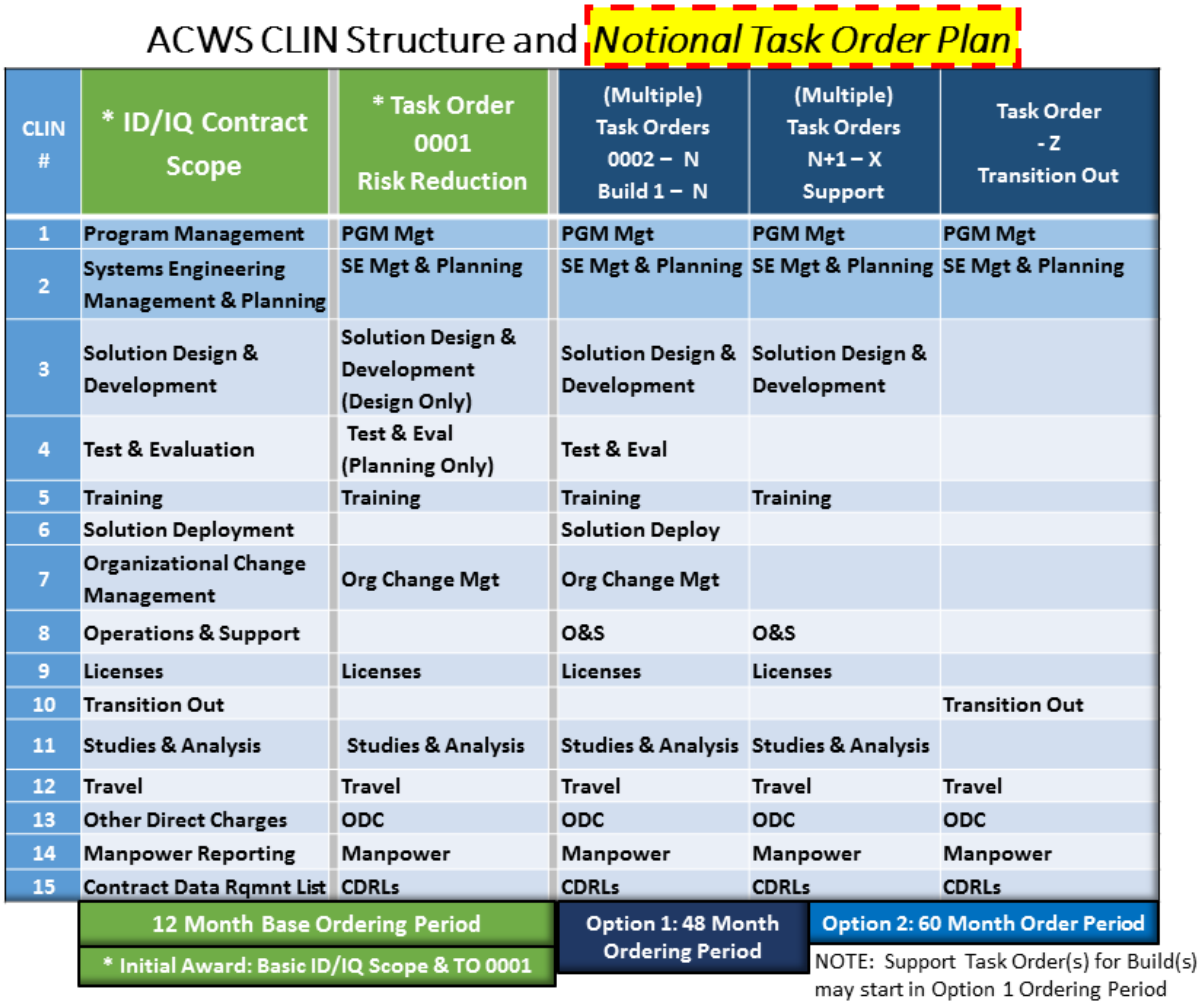

Figure 4: Contract CLINs and *Notional* Task Orders

** Figure 4 Notes:*

a) CLINS for Program Management (PGM Mgt.) and Systems Engineering Management & Planning (SE Mgt & Planning) are projected to be included in each TO.

b) Support Task Orders may start in Option 1: 48 Month Ordering Period.

6.1 Program Management

The Program Management objective is to execute planned activities within cost, schedule, and performance parameters. Additional details are included in Attachment 0007 ACWS Concept of Operations/Operations Mode Summary Profile; Attachment 0008 Architecture Views; and any other applicable requirements documents as a basis for preparing a Contractor PWS, and CDRLs.

Program Management support includes:

a) Program Management – Establish and perform a comprehensive Program Management Plan (PMP) [CDRL A001] that describes the processes and procedures associated with how the program will be managed and executed, and ensures accurate and timely cost, schedule and performance information throughout the life cycle of the program.

b) Contractor Work Breakdown Structure (CWBS) – Define and implement a comprehensive Contractor Work Breakdown Structure [CDRL A002] and associated dictionary, compliant with MIL-STD-881C, which identifies all the Contractor activities to the lowest level of detail necessary to deliver the ACWS solution. See Attachment 0025 ACWS Cost and Software Data Reporting (CSDR) Plan to align the proposed CWBS elements with reporting requirements. Identify any CSDR Plan modifications necessary to ensure alignment with the proposed ACWS solution.

c) Schedule Management – Prepare and implement a resource-loaded Integrated Master Schedule (IMS) [CDRL A003] that provides a comprehensive enterprise solution roadmap to include major milestones, program reviews, incremental software builds, test events, training, deployment to designated locations and sustainment activities, legacy system retirement and any other roadmap topics/items. The IMS shall be aligned with the CWBS.

d) Personnel Management – Provide qualified staff with the requisite knowledge, skills, experience and certifications necessary to perform in the position to which they have been assigned to support the activities of the ACWS program to meet the cost, schedule and performance over the entire ordering period. Notify the Government if one or more of the key personnel (Contractor identified), for any reason, become or is expected to become unavailable for work for a continuous period exceeding 30 calendar days, or is expected to devote substantially less effort to the work than indicated in the approved IMS or as initially planned. Submit to the Procuring Contracting Officer (PCO)/Contracting Officer Representative (COR), for approval, the résumé and any other required data of the qualified replacement key personnel.

e) Communications - Establish and perform formal and informal forums (e.g., program reviews, status updates, recurring reports, and metrics) to achieve program goals and reduce the overall level of required Government oversight for cost, schedule, and performance (to include: program management, financial

management, technical management, contract management, data management, and subcontract management). [CDRL A004 Program Status Reports]

f) Risk Management - Establish and conduct a risk management process, in accordance with the *Department of Defense Risk, Issue, and Opportunity Management Guide for Defense Acquisition Programs,* dated June 2015, which identifies and mitigates program and technical risks and provides for metrics to monitor program status and provide reports. [CDRL A005 Risk Management Plan (RMP)], [CDRL A006 Risk Management Status Report]

g) Quality Management - Perform quality assurance as a process that monitors the overall plan, procedures, and controls that the Contractor will use to provide and maintain a satisfactory quality system for the duration of the IDIQ. (Attachment 0016, Quality Assurance Surveillance Plan) [CDRL A007 Quality Assurance Program Plan (QAPP)]

h) Configuration Management - Conduct a comprehensive configuration management approach that ensures system integrity while changes are made to the system throughout the program lifecycle. [CDRL A008 Configuration Management Plan (CMP)]

i) Earned Value Management – Waiver was granted. CDRLs not used. Should the waiver be revoked, the Government will provide specific Government direction to plan for and provide CDRLs A009 and A0010. [CDRL A009 Earned Value Management Plan] [CDRL A010 Earned Value Management Report]

j) Contract Funds Management - Establish a baseline, monitor, and report contract funds status. [CDRL A011 Contract Funds Status Report]. IAW DoDI 5000.02 and DFARS 252.234-7003, Notice of Cost and Software Reporting System, systematically collect and report actual contract costs to provide DoD cost analysts with needed data to estimate future costs. See Attachment 0025 ACWS Cost and Software Data Reporting Plan. [A013 Cost Data Summary Report (CDSR)]; [A014 Software Resource Data Report (SRDR)]; [A015 Functional Cost Hour Report (DD1921-1)]; and [A0016 Contract Business Data Report (DD1921-2)].

k) Program Documentation Management – Develop and manage documentation in a consistent and appropriate form and format. This process shall be described in the PMP [CDRL A001]

l) Audit Readiness - Provide support to the Government to demonstrate audit readiness, respond to agency audits, inspections, and product assessments, and to achieve all necessary certifications

6.2 Systems Engineering Management and Planning

The Systems Engineering Management and Planning objective is to plan and manage all engineering tasks required to achieve a balanced set of activities, which include analysis, design, development, test and support functions, to satisfy ACWS

requirements throughout the program lifecycle. Additional details are included in the Attachment 0022 ACWS Systems Engineering Plan; Attachment 0023 ACWS Test and Evaluation Master Plan; Attachment 0005 ACWS Requirements Trace Matrix; Attachment 0007 ACWS Concept of Operations/Operations Mode Summary Profile; Attachment 0008 Architecture Views; and any other applicable requirements documents as a basis for preparing a Contractor PWS, and CDRLs.

Systems Engineering Management and Planning support includes:

a) Engineering Management - Perform management activities to oversee and support the analysis, design, development and test of the ACWS solution, including facilitating workshops, conducting meetings and technical reviews, providing the appropriate documentation, and ensuring compliance with DoDI 5000.02. [CDRL B001 Systems Engineering Management Plan (SEMP)]

b) Enterprise Architecture Management and Maintenance - Manage the development of solution-specific architecture viewpoints; maintain DoDAF architecture viewpoints to ensure the architecture remains consistent with current solution configurations and designs across all releases and sustainment; ensure compliance with the prevailing release of the DoD Business Enterprise Architecture (BEA).

c) System Performance Analysis and Reporting – Define performance metrics, (e.g., Technical Performance Measures in accordance with the ACWS SEP), collect performance data, perform analysis, and prepare reports. [B002 System Performance Reports]

d) Hosting Analysis – Monitor and analyze hosting environment infrastructure performance for classified and unclassified as well as disconnected operations to ensure continued operational availability; assess impact associated with additional capability; make recommendations, to include schedule and performance impacts, for all operating environments, when changes are required (e.g., for compute, network and memory storage capacity). [B003 Hosting Analysis Reports]

e) Operating Environments – The operating environment during the Risk Reduction phase may be hosted at a Government facility other than DISA and will not be continued beyond MS B as ATP-2. After ATP-2 the Government anticipates four (4) operating environments on the NIPRnet: Development, Test, Production and Continuity of Operations (COOP). The Government anticipates three (3) environments to support the secure capability (i.e., Test, Production, and COOP). All of these operating environments will be hosted at a Government facility. The Contractor will be responsible for configuration and deployment of the application server software (e.g., Web, database), while the Government provided hosting facility will provide management and configuration of the operating system, tools and monitoring, system administration, and storage capacity. [CDRL B004 Operating Environment Requirements and Design]

f) Human Systems Integration – Ensure that the solution complies with Human Systems Integration in the System Acquisition, Army Regulation 602-2, January 27, 2015 or later, AR 73-1 Test and Evaluation Policy, Section 2-15.

g) Technical Review(s) – Conduct the necessary design reviews (e.g., Preliminary Design Review, Critical Design Review) to assess and validate the system and software design. [CDRL B005 Technical Review Package]

6.3 Solution Design and Development

The overall Solution Design and Development objective is to perform all analysis, design, development, test, and integration activities necessary for the successful delivery of the ACWS solution.

Solution Design and Development support includes:

a) Performing risk reduction efforts associated with maturing the “to be” business process workflow to be adopted by the Government, characterizing system performance, defining interface requirements at the data level, and developing a build schedule to deliver the ACWS solution.

b) Applying industry proven standards throughout the development life cycle to deliver a well-documented and validated solution resulting in user acceptance.

c) Developing the ACWS solution and associated system documentation.

d) Providing a secure operational environment based on the Risk Management Framework (RMF) for DoD Information Technology (IT) and DoD Cybersecurity requirements in order to maintain and improve the confidentiality, availability, and integrity of the ACWS solution through detection, reaction and protection from both internal and external threats and vulnerabilities.

e) Implementing tools and procedures to facilitate access to data.

f) Conducting the necessary reviews to ensure validation of requirements, design, implementation and test products.

Additional details are included in Attachment 0005 ACWS Requirements Traceability Matrix; Attachment 0007 ACWS Concept of Operations/Operations Mode Summary Profile; Attachment 0008 Architecture Views; Attachment 0010 ACWS Interface Development Strategy and other applicable requirements documents as a basis for preparing a Contractor PWS, and CDRLs.

6.3.1 Solution Design Support

Solution Design support includes:

a) Global Analysis – Support the Government analysis to compare the COTS solution to the ACWS requirements; conduct Business Process Reengineering to

evaluate potential business process changes to align with the COTS product; identify system configuration and/or customization requirements. [CDRL B006 Fit/Gap Report] [CDRL B007 Business Process Design] [CDRL B008 Requirements Traceability Matrix]

b) System Characterization – Support the Government in conducting the following:
   i. Technical risk and standards assessment to identify risks and provide mitigation strategies associated with end-to-end system performance, software limitation, security, legacy data access, interface development and integration [CDRL A006 Risk Management Status Report]
   ii. Performance and scalability assessment to determine user capacity, data capacity, and computing resource requirements for hosting and provisioning at the Government designated hosting facility in preparation for Build 1. [CDRL B009 System Provisioning Document]

c) Interface Definition – Assess the Out-Of-The-Box (OOTB) ACWS solution against interface requirements; determine required interfaces or integration points to external and internal systems and partner systems; define data exchanges at the data format level; and document interface specifications. [CDRL B010 Interface Control Document] [B011 Interface Requirements Specification]

d) Architecture Development – Develop business, system, and technical architecture artifacts (i.e., applicable DoDAF architectural viewpoints) and associated descriptions to support acquisition milestone documentation, Fit-Gap, Global Analysis and Blueprinting efforts solution design and test design. [CDRL B012 Architecture Viewpoints and Plan] [CDRL B007 Business Process Design]

e) Requirements Analysis – Analyze the ACWS requirements and decompose/derive requirements to the software level; allocate the requirements to the component level; update requirements document(s); determine optimal hosting infrastructure requirements for classified, unclassified, and disconnected operations and supporting system operations, and sustainment at the Government hosting sites. [CDRL B008 Requirements Traceability Matrix] [CDRL B011 Interface Requirements Specification (IRS)] [CDRL B013 Software Requirements Specification (SRS)]

f) Build Planning – Develop a comprehensive build plan that specifically references system functionality and system interface design. [CDRL B014 Build Plan]

g) System/Software Design – Conduct analysis of the global blueprint to identify and conduct build-specific design activities; develop specific functional, non-functional (e.g. software restorability, responsiveness, usability) , and integration design artifacts required to enable efficient and effective software development activities; identify system constraints, limitations, and implementation dependencies [CDRL B015 Software Design Description (SDD)] [CDRL B016 Interface Design Description (IDD)] [CDRL B017 Database Design Document]

[CDRL B018 Human Engineering Design Approach Document]

6.3.2 Solution Development Support

Solution Development support includes:

a) Capability Development/Integration – Develop/integrate the software services/modules/products identified during the analysis and design phases to complete the ACWS solution due to COTS product gaps.

b) Interface Development – Develop/configure interfaces with other systems to allow the ACWS solution to send and receive data electronically over the Government network; maintain data integrity; ensure compliance with financial auditability standards.

c) Software/System Integration – Integrate all the software solution components and deploy on the Government network.

d) Capability Configuration – Configure all system parameters to implement the defined business processes and capability design, to include infrastructure level parameters to meet performance requirements.

e) Development Test – Perform development testing at the component level and integration level to ensure all requirements have been met and that the system is ready for independent Government developmental and operational test.

f) Solution Delivery – Deliver and install the ACWS solution at the designated Government facility. [CDRL B019 Computer Software Baseline] [CDRL B020 Configuration Status Accounting Information] [CDRL B021 Software Version Description (SVD)]

g) Configuration Audits – Assist the Government in preparing, conducting, and documenting the results of Functional and Physical Configuration Audits. (FCAs/PCAs) [CDRL B022 Configuration Audit Summary Report]

6.3.3 Cybersecurity and Program Protection Support

The Cybersecurity and Program Protection Support objectives are to conform to the DoD cybersecurity/RMF requirements, to plan and implement the protection of the system components, technologies, and critical program information from foreign collection, and cyber exploitation/insertion/attacks throughout the acquisition lifecycle.

The ACWS Government-developed Program Protection Plan (PPP) will be published after the contract award with the input from the Contractor. To ensure Contractors understand the program protection requirements, Attachment 0006 DASD Systems Engineering, Program Protection Plan Outline & Guidance, v.1.0, Tailored for Defense Business Systems (DBS), June 13, 2013 is included to guide the preparation of a Program Protection Implementation Plan (PPIP) required to support the ACWS PMO's Program Protection effort.

Cybersecurity and Program Protection support includes:

a) Cybersecurity Workforce - Identify, manage and integrate Cybersecurity workforce functions into the ACWS Risk Reduction Phase. Ensure all personnel performing cybersecurity functions or security controls are trained and certified in compliance with DoDD 8140.01 and DoD 8570.01-M.

b) Assessment and Authentication (A&A)/Cybersecurity Compliance – Support the RMF process and activities (e.g., Security Risk Assessment, Plan of Action and Milestones (POA&M)) to facilitate the security A&A of the system according to all relevant cybersecurity standards/directives/policies (e.g., DoDI 8510.01, NIST SP 800-30 Rev 1) and the associated security controls as defined in DoDI 8500.1 to ensure ACWS is fully accredited throughout the program lifecycle. This includes providing updates to the DoD Enterprise Mission Assurance Support Service (eMASS) system as required and providing supporting cyber security documentation for upload as artifacts in eMASS, mitigating all security risks and vulnerabilities found during A&A and during continuous monitoring and scanning activities. All vulnerabilities must be mitigated IAW DoDI 8510.01 based on the Category Level. Support the implementation of DoD/Army-directed Cybersecurity mandates such as Information Operations Conditions (INFOCONs), Information Assurance Vulnerability Alerts and Bulletins (IAVA/Bs) and all applicable vendor released security updates, fixes, patches and bundles for the COTS solution throughout the program lifecycle. Develop system documentation required for the Security Authorization Package. [CDRL B023 Risk Management Framework (RMF) Package]

c) Program Protection – Develop and update the mission Critical Functional Analysis (CFA), vulnerabilities assessments, risk assessments, identification and counter measurement implementations, demonstration of visibility into supply chain and Software Assurance for critical components, and update of CFA results and Program Protection risks and mitigations at each Technical Review (assuming the system contains no CPI). Develop and implement a Program Protection Implementation Plan (PPIP) that describes the Contractor's implementation of the Government-PPP. [CDRL B024 Program Protection Implementation Plan (PPIP)]

d) Software Assurance – Provide a plan to achieve and demonstrate the level of confidence that the software is reliable and functions as intended and that the software is free from security vulnerabilities and malicious code, either intentionally or unintentionally designed or inserted as part of the software, throughout the lifecycle. At a minimum, the plan includes countermeasures to prevent, detect, respond, and report to Government vulnerabilities in software; continuous monitoring; and adheres to secure coding standards. Develop, document, and update Software Assurance Countermeasures Table 5.3.3-1 from Attachment 0006 DASD Systems Engineering, Program Protection Plan Outline

& Guidance, v.1.0, which summarizes the planned and current state of a program's software assurance activities in accordance with the table description provided in the Defense Acquisition Guidebook section 13.7.3. Verify all software code against the Common Weakness Enumerations (CWE), Common Vulnerabilities and Exposures (CVE), and Common Attack Pattern Enumeration and Classification (CAPEC). Leverage, to the maximum extent necessary, automated tools (including Government-provided) to identify and remediate vulnerabilities or weaknesses in the COTS solution and software design/coding. Provide visibility into software versioning down to the lowest feasible software component level. Mitigate new, critical vulnerabilities detected no later than 30 days after detection, depending upon the criticality of the vulnerability and whether the system is in Production or not. Additionally, ensure vulnerabilities are successfully mitigated during the build development period of the affected software and no later than the established release/deployment date of that same software.

e) Software Compliance – Ensure software complies with all DoD Instructions/Federal Standards (e.g., DoDI 8500.1, DoDI 8551.1, and Federal Information Security Modernization Act of 2014 (FISMA)). Design, develop and implement secure software and configurations through applying applicable DoD Secure Technical Implementation Guides (STIGs), checklists, security guidance for vendors, and industry best practices as provided in the CAC-enabled DISA Information Assurance Support Environment (IASE) web site. [CDRL B024 Program Protection Implementation Plan (PPIP)] [CDRL B025 Critical Functional Analysis]

f) Incident Management – Provide Incident Management and Escalation services to detect and record incidents, send security alerts, prevent onset of threat and vulnerability that results in catastrophic or critical failure, and restore the system to a normal operational state. This includes the operation, maintenance, and enhancement of an enterprise security audit system, that automates event monitoring and management, correlates user activity with assigned permissions, and organizes log information for reporting.

6.3.4 Data Support

Data Support includes:

a) Data Access – Provide the capability to access data sources external to ACWS (either through an external interface, utilizing the Procurement Data Standard, XML, or an initial bulk load and on-going synchronization of master or other referential data) to enable users to produce, administer, and close-out procurement instruments.

b) Data Tools – Provide users with the necessary tools, job aids, and training to migrate procurement instruments (if deemed necessary) from SPS, PADDS or

VCE into ACWS, and develop procedures to support the transfer, administration, procure-to-pay integration, and close-out of transferred procurement instruments.

c) Data Services – Provide the capability to search, access, and retrieve data from multiple data sources, including the Government procurement data warehouse, to support analysis, reporting and other Business Intelligence requirements related to procurement instruments.

d) Data Maintenance – Manage and maintain data in accordance with requirements and all applicable Army, Department of Defense, and Federal laws, regulations, and polices.

Address paragraph 6.3.4. Data Support in the engineering efforts and products described in 6.3.2 and 6.3.3. Address any additional tasks or deliverables required to achieve the objectives of 6.3.4 Data Support that are related to the objectives for 6.5 Training, 6.6 Solution Deployment, and 6.7 Organization Change Management with those respective area support tasks and deliverables.

6.4 Test and Evaluation

The Test and Evaluation objective is to support the ACWS Solution Design and Development by serving as a feedback mechanism in the iterative ACWS System Engineering and Planning. In addition, the outcomes provide feedback to the Government on the progress of the design process and product compliance with contractual requirements. The feedback aids in evaluating the ability of the system to provide effective system capability, including the system's ability to meet the complete set of validated and derived capability requirements, including the verification of the ability of the system to achieve HLOs, and that initial system production and deployment can be supported. The level of test and evaluation rigor should be adequate to identify risk areas and demonstrate the reduction of risk to acceptable levels.

Additional details are included in Attachment 0024 ACWS Test and Evaluation Master Plan, Attachment 0022 ACWS Systems Engineering Plan, Attachment 0005, ACWS Requirements Trace Matrix; Attachment 0007 ACWS Concept of Operations/Operations Mode Summary Profile; Attachment 0008 Architecture Views; any other applicable requirements documents as a basis for preparing a Contractor PWS, and CDRLs.

The effort requires completion of test and evaluation activities consistent with Army Policy. Successful completion of adequate testing with production or deployment representative articles is the primary basis for entering Limited Deployment.

Test and Evaluation support includes:

a) Requirements Testability - Conduct a requirements testability analysis to (1) ascertain if the requirements will be proved via Analysis, Inspection, Demonstration, or Test, (2) identify the requirements with test limitation(s) or constraint(s) that reduce testability, and (3) provide recommendations to improve requirements testability. [CDRL C001 Requirements Testability Analysis

Report]

b) Test and Evaluation – Identify, prepare, coordinate, plan, conduct, execute, review, support and document test and evaluation events (e.g., performance, stress, regression, interface, network, backup, restore, connectivity, security, survivability, vulnerability, integration, functional, acceptance, interoperability, reliability, availability, maintainability) to ensure that both the system's individual components and the complete solution meet requirements. Test and Evaluation includes the verification and validation of the ability of the system to achieve HLO's and Key Performance Parameters (KPP's) (Table 3 above). Planning must ensure that adequate resources (e.g., test articles, test facilities, specialized tools, funding, and manpower) are available and that duplicative or redundant testing is minimized. Documentation must provide the objective evidence that the stated requirements are tested and evaluated in the applicable context of the supporting referenced guidance (e.g., plans, procedures, scripts, readiness reviews, result reports, corrective actions, risk identification and mitigation, and requirements traceability). Test and performance result reports should track progress over time and graph thresholds and/or objectives against actuals. [CDRL C002 Software Test Description (STD)] [CDRL C003 Software Test Report (STR)] [C004 Coordinated Test Plan] [CDRL C005 Software Test Plan (STP)] [CDRL C006 Operational Availability Plan]

c) Test Schedule – Establish an event driven testing schedule within the program IMS that allows adequate time to support test and evaluation and reporting requirements. [CDRL A003 Integrated Master Schedule (IMS)]

d) Integrated Testing - Support collaborative planning and execution of test phases and testing events (both Contractor and Government events) to provide data in support of independent analysis, evaluation, and reporting by all stakeholders, particularly the developmental and the operational test and evaluation communities.

e) Test Tools – Perform efforts associated with the development of any specialized tools and the testing data elements necessary to ensure the timely and successful execution of test and evaluation events.

f) Modeling and Simulation Testing – Consider modeling and simulation (M&S) in the test and evaluation strategy and planning effort to produce objective and more comprehensive information regarding ACWS solution performance, interface performance and interoperability than the use of test and evaluation alone.

6.5 Training

The Training objective is to develop, deliver, and manage a comprehensive training solution and approach that establishes and maintains user proficiency throughout the lifecycle of ACWS. The effectiveness of training and support will be measured across

the entire ACWS user community. Additional detail on operating environment and "ACWS User Roles" is provided in Attachment 0007, ACWS Concept of Operations/Operational Mode Summary-Mission Profile; and any other applicable requirements documents as a basis for preparing a Contractor PWS, and CDRLs.

Training support includes:

a) Training Management – Develop and implement a comprehensive training plan that describes the training methods to be deployed throughout the ACWS life cycle phases. [CDRL D001 Training Management Plan]

b) Training Materials – Provide a training curriculum/approach and associated training materials for the proposed solution that covers the progression from basic knowledge through intermediate and advanced subject matter, including business processes and skills. [CDRL D002 Training Materials]

c) Training Delivery – For the Risk Reduction Phase, deliver ACWS OOTB training and familiarization to 50 Government functional personnel and up to 25 Government Program Office personnel (75 total) for use as BPR SMEs (see Attachment 0007 ACWS_CONOPS-OMS-MP).

   For the Development and Deployment (TO Build 1-N) phase, train and certify 300 Government Tier I (270) and II (30) helpdesk support (see Attachment 0007, ACWS Concept of Operations/Operations Mode Summary Profile) personnel for potential use as training Subject Matter Experts (SMEs) and on-site support. These SMEs may augment Contractor trainers and support the helpdesk. No training should be scheduled during the Government Fiscal Year 4th quarter.

d) Training Performance – Perform user training (e.g., initial/deployment, new employee, new build, and refresher).

e) Training Augmentation – Provide training augmentation services (e.g., in person, virtual) to organizations with limited or no local support resources for the ACWS end users.

f) Education – Educate existing users of the production system of changes that impact the operations of the solution as new builds are deployed into production. Provide continuing education/refresher training required to sustain and enhance skills of the selected SMEs prior to the release of each software build.

g) Management Training – Develop and deliver training for field supervisors and/or staff on management of user role assignments and provisioning. [CDRL D002 Training Materials]

6.6 Solution Deployment

The Solution Deployment objective is to provide the ACWS user community access to the ACWS solution in accordance with assigned "ACWS User Roles" (see Attachment 0007, ACWS Concept of Operations/Operational Mode Summary-Mission Profile).

Solution Deployment includes the integration of hardware, software, training and organizational change management in a synchronized and efficient manner.

Additional details are included in Attachment 0010, Army Contracting Geographic Locations and Authorized Users List; Attachment 0003, ACWS Builds IOC FD Definitions; and any other applicable requirements documents as a basis for preparing a Contractor PWS, and CDRLs.

Solution Deployment support includes:

a) Planning – Develop and implement a Deployment Plan that describes the approach for site preparation and activation. [CDRL D003 Deployment Plan]

b) Access – Provide the ACWS user community access to the ACWS solution at user sites and in accordance with the Government approved IMS.

c) Technical Services – Provide technical services required to promote software Builds into an operational production environment.

d) Deployment/Fielding Tasks – Perform fielding tasks which may include:
    1) Conducting pre-deployment site assessments.
    2) Preparing the sites for implementation.
    3) Validating Government designated hosting infrastructure readiness. Configuration, installation, and troubleshooting of all software components in the production environment.
    4) Uploading end user identification, mapping, provisioning and implementation.
    5) Planning and executing interface partner data exchange, data conversion activities, and site specific business process procedures.
    6) Assuring on-site support as required during the Go-Live event.

e) Technical Support – Provide technical support services required to monitor, assess, troubleshoot, and respond to incidents related to solution performance in the production environment during deployment and prior to hand-off of the solution to the Operations and Support.

6.7 Organizational Change Management

The Organizational Change Management objective is to develop and deliver an introduction of the ACWS Program to the user community and gain solution acceptance by end-users, key-stakeholders, and interface partners. The goal is to successfully transition Army Contracting personnel from the “As-Is” (current) business processes to the “To-Be” (future) set of processes in order to execute the Army Contracting mission.

Additional details are included in Attachment 0005, ACWS Requirements Traceability Matrix; Attachment 0007, ACWS Concept of Operations/Operations Mode Summary Profile; Attachment 0008 Architecture Views; Attachment 0010, Contracting Geographic

Locations and Authorized; and any other applicable requirements documents as a basis for preparing a Contractor PWS, and CDRLs.

Organizational Change Management support includes:

a) Planning and Communications Support – Develop and implement a Change Management Plan consisting of communications strategies and plans associated with the retirement of legacy systems and the adoption of the ACWS solution. [CDRL D004 Change Management Plan]

b) Knowledge Management Support – Leverage the existing ACWS Knowledge Management Portal that provides users access to ACWS solution "help" materials located at the CAC-enabled website, https://procurement.army.mil (e.g., manuals, guides, standardized training slides, images, pre-recorded audio/video, and related virtual support components). It is not anticipated that the Procurement.Army.Mil (PAM) portal will be accessible from inside the COTS application. It is also not anticipated that the Contractor stand up a separate and distinct portal for the program.

c) Change Management Delivery and Consistency – Develop and deliver an Army-wide ACWS change management approach that addresses strategic communication, user collaboration, cross-domain training, comprehensive knowledge management and overall user awareness and adoption for the ACWS program. Ensure that the change management delivery includes updates from each software build and helpdesk activities.

6.8 Operations and Support

The Operations and Support objectives are to: (1) provide operations and support (e.g., break/fix, helpdesk, patches, updates, minor changes, and solution maintenance) of the solution, keeping the solution viable with supported vendor builds or off-the-shelf applications software upgrades (2) ensure the implementation and management of operations and support activities achieve the required sustainment performance thresholds (HLO-6), and (3) control/minimize costs through innovation.

ACWS User Support levels include:

- Context Sensitive Help (in the system)
- Online Performance Support (leveraged with ACWS KM portal)
- Help Desk (Tier 1, 2, 3)
- Training Material (leveraged with ACWS KM portal)

Additional details are included in Attachment 0005, ACWS Requirements Traceability Matrix; Attachment 0007, ACWS Concept of Operations/Operations Mode Summary Profile; Attachment 0010, Contracting Geographic Locations and Authorized Users; and any other applicable requirements documents as a basis for preparing a Contractor PWS, and CDRLs.

Operations and Support may include:

a) Product Support – Develop and implement a Product Support Plan that describes the management, processes and procedures required to maintain the ACWS solution. [CDRL D005 Product Support Plan]

b) Help Desk Support – Train the Government Tier I (270) and II (30) helpdesk support. Provide all of the necessary management and system tools required to support help desk activities resulting in the ability to identify the proper level of assistance needed for issue resolution. Augment the Tier II Government help desk for only those areas that require specific product support beyond the expertise of the Government Tier II help desk team (e.g., data exchange problems). Also, provide the Tier III support that ultimately allows the user to continue and complete contracting work/processes within a reasonable time. There is no relationship between the ACWS Help Desk and the Army Enterprise Support Desk. The vendor shall be prepared to provide separate help desk services.

c) Trouble Ticket Support - Document, track, report (standard/ad-hoc), and resolve ACWS solution incidents and problems identified by users.

d) Deployment Support - Support post deployment activities (e.g., data validation, data maintenance, prioritization and escalation of help desk tickets, configuration management, and business processes translation).

6.9 Licenses for Commercial Software

The Licenses for Commercial Software objective is to provide the Government with the most flexible and effective support over the lifecycle of the ACWS solution for the maximum number of users within the Army Contracting Enterprise.

Provide solution license management and renewal, to include documenting, tracking, and maintaining a log of all product licenses, and preparing a schedule to ensure licenses are assigned, unassigned, and renewed per the deployment plan such that there is not a gap in user access. Commercial software and software documentation delivered for the ACWS solution shall be subject to the terms of the Contract and the governing commercial product license, to the extent the latter is consistent with Federal law and DFARS 212.212, Computer Software and DFARS 227.7202 Commercial computer software and commercial computer software documentation. Notwithstanding the foregoing, the commercial software product license shall apply only if a copy of the license is provided to the Government in advance of the delivered software product and cited in Attachment 0024, with updates as required. In the event of conflict between this clause and the commercial software product license, the FAR and DFARS clause shall govern. (see Attachment 0024 Software License Disclosure)

License management requirements include:

a) License Issue – All software license(s) shall be issued in the name of the U.S. Government.

b) Documentation – All Software documentation shall be identical to that provided to a customer in the general public in the course of a private sale. The Government's right to software documentation shall be no less than the rights provided with the associated software.

c) Applicability Terms – The license shall apply to any software changes or new builds.

d) License Maintenance – All necessary commercial, Open Source, and third party software agreements to include licenses, warranties, and/or commercial maintenance agreements for use on all ACWS software as appropriate shall be acquired and maintained.

e) License Transfer – All necessary commercial, Open Source, and Third (3rd) Party software agreements to include licenses, warranties, and/or commercial maintenance agreements for use on all ACWS software shall be transferred as appropriate.

6.10 Transition Out

The Transition Out objective is to ensure the ACWS software and services continue to provide uninterrupted support to the Army Contracting Enterprise.

The Transition Out tasks will ensure uninterrupted ACWS operations and sustainment support at the end of the period of performance. At the direction of the Government, the Contractor will provide accountability for the transition of all on-going activities performed by the incumbent Contractor to a successor Contractor or to the Government or to any follow-on or supporting 3rd party entities. Transition entails the transfer of responsibility for project documentation (e.g., CDRLs, technical support data, etc.), resources, assets, and performance to the designated party. It also includes the implementation and readiness of capabilities necessary for all aspects of performance without disruption in schedule, increased costs, degradation to performance, need for increased Government oversight, or likelihood of unsuccessful performance.

Transition support includes:

a) Transition Planning and Management – Develop and implement a plan for an effective, orderly and efficient Transition. Transition activities include planning, discovery, and programmatic functions (e.g., Contract Management, Human Resource Management, and Quality Assurance) necessary for establishing effective knowledge transfer. [CDRL A012 Phase Out Transition Plan]

b) Transition Activity – Transition the following functions: maintenance, sustainment (to include performance metrics/monitoring), training, license management, and helpdesk support services, as well as, program management and technical services required to transition system integration knowledge, tools, and

materials.

c) Collaboration – Ensure an effective, orderly, and efficient Transition-In for the successor Contractor, to the Government, or to any follow-on or supporting commercial entities during the incumbent's Transition-Out period to be specified by the Contracting Officer.

d) Support Services – Transfer training materials (e.g., job aids, operational procedures, knowledge documentation and repository), execute hands-on full knowledge transfer and training sessions, job shadowing, observation/reverse shadowing, monitor current operations, and conduct critical situation simulations.

e) Government Property Asset Transfer (if applicable).

6.11 Studies, Analyses, Assessments and Improvements

The objective of Studies, Analyses, Assessments and Improvements is to provide directed expert analysis support and recommendations to continue the performance and improvements of the ACWS software.

The Studies, Analyses, Assessments and Improvements tasks will be defined as needed. The Government will provide details to perform technical services to study changes to policies, laws, regulations, and the overarching technology environment to identify potential courses of action to be taken by the Government or industry. Outcomes will be focused on improving the effectiveness of the ACWS solution to meet the high-level objectives, key performance parameters, and anticipated business outcomes of ACWS. Support projects shall not commence without proper authorization to proceed from the Government. Any request study shall be documented in a report. [CDRL B026 Studies, Analyses, Assessments, and Improvements Report]

Studies, Analyses, Assessments, and Improvement support includes:

a) Performing directed studies, analyses, and assessments.

b) Identifying and recommending improvements on system operations, end-user training, documentation, system performance, capacity planning and COTS-CWS software builds to contribute to solution development and delivery.

c) Recommending improvements that may identify gaps and/or changes to requirements resulting from the gap analysis and/or ACWS BPR efforts.

d) Performing reviews, workshops, meetings to elicit information required to support the recommended courses of actions.

e) Providing support to Government for audit readiness, inspections, certifications, and related product assessments.

6.12 Travel

The objective of Travel is to minimize requirements for travel and to provide support for travel within the constraints of the Federal Acquistion Regulation (FAR) and within costs allowed in FAR Part 31.205-46 Travel Costs.

The Contractor will be required to perform Government-directed local and non-local travel to attend meetings, conferences, demonstrations and working groups to perform the tasks to support ACWS; however, the number of required trips is unknown and will be based on necessity. The Contractor may be required to travel within the Continental United States (CONUS) and Outside the Continental United States (OCONUS) as required by ACWS. All OCONUS travel must be entered into the Synchronized Pre-deployment and Operational Tracker (SPOT) database and approved by the Government prior to travel.

a) Local Travel: Defined as travel above and beyond the commute to and from the normal worksite; for example, travel to a separate National Capitol Region (NCR) site by an employee normally assigned to Ft. Belvoir. Local travel is not reimbursable.

b) Non – Local: The Contractor shall coordinate specific travel arrangements with the Contracting Officer or COR to obtain advance, written approval for the travel about to be conducted. The Contractor request for travel shall be in writing and contain the dates, locations, and estimated costs of the travel. Approved travel is reimbursable IAW FAR 31.205-46, with no fee allowable.

6.13 Other Direct Charges

Other Direct Charges (ODCs) include the procurement of necessary items or associated with the services for the ACWS solution with the written, advanced, direction and approval of the COR or PCO.

6.14 Manpower Reporting

The Contractor shall report ALL contractor labor hours (including subcontractor labor hours) required for performance of services provided under each TO that support the ACWS solution via a secure data collection site: http://www.ecmra.mil/

6.15 Contract Data Requirements List (CDRL)

The CDRLs listed within each SOO Section above are placed in RFP Section B under this heading.

7.0 Period and Place of Performance

The ordering period of this contract shall be for five years. The period of performance for each task order placed under the contract will be specified in the individual task

order. No task order will extend more than 12 months beyond the fifth year of performance.

The place of performance is at the Contractor's facility. In addition, the Contractor shall provide a collaboration site within the National Capital Region (NCR) to accommodate interactions with up to 75 Government personnel and Systems Engineering Technical Assistance (SETA) Support Contractors throughout all phases / performance of the ID/IQ Task Orders. The collaboration site in the NCR must have network connectivity to the Government designated hosting facility.

The ACWS PMO is located in Northern Virginia. For close coordination, the Contractor should consider locating offices within the National Capital Region and within walking distance of a Metro Stop.

ACWS will be supported by Subject Matter Experts from each of the contracting commands; see Attachment 0007, ACWS Concept of Operations/Operations Mode Summary Profile; and Attachment 0011, Contracting Geographic Locations and Authorized Users. For close coordination, the Contractor should take into consideration those locations.

8.0 Operating Constraints and Conditions

The following constraints should be considered in all planning for performance:

a) Exit Criteria for successful Technical Reviews in accordance with the ACWS SEP including all of the planned program CDRLs (for delivery prior to each Technical Review) are delivered.

b) Technical Data Rights – Provide sufficient Rights in Technical Data for the ACWS software, including but not limited to DFARS 252.227-7013 and 252.227-7014, such that the Government can maintain and modify the system using Government personnel and third party contractors. These regulations stipulate that the Government will have unlimited rights to non-commercial computer software, including source code, computer software documentation, technical data (e.g., describing COTS configuration, modification, customization or any other new technical data created or generated as part of the ACWS solution) and computer databases first produced under the contract exclusively with Government funds and general purpose rights if produced with mixed funding. See relevant FAR clauses in the Sections H. and I. of the Solicitation and [CDRL B020 Computer Software Baseline] [CDRL B021 Configuration Status Accounting Information] [CDRL B022 Software Version Description (SVD)].

c) Deployment and Training - Due to the heavy workload of the users during the last quarter of the Government Fiscal Year, deployment and training shall not be conducted during any fourth quarter to accommodate Government end of year contracting activities.

d) Training - Train 25 ACWS PMO Office personnel and 50 BPR Subject Matter Experts (SMEs). Train and certify 300 Government Tier I (270) and II (30) helpdesk support (see Attachment 0007, ACWS Concept of Operations/Operations Mode Summary Profile) personnel for potential use as training Subject Matter Experts (SMEs) and on-site support. These SMEs may augment Contractor trainers and support the helpdesk. No training should be scheduled during the Government Fiscal Year 4th quarter.

e) Government Furnished Information (GFI)/Government Furnished Equipment (GFE) - Any equipment, property, or facilities furnished by the Government or any Contractor-acquired property must be specified in the applicable task order and will be consistent with the policies and procedures of FAR Part 45. (See Attachment 0012 GFI/GFE List).

f) Hosting (Enterprise Services Environment) – All ACWS environments will be in a Government designated Data Center. Initial deployment will be in a NIPRnet domain with later build(s) providing capabilities in a SIPRnet domain. DISA Service Level Agreements (SLA) will cover Continuity of Operations (COOP) services for data protection, backup, and recovery.

g) Use of COTS-CWS Products - COTS-CWS products will be used to the maximum extent possible to satisfy this SOO.

h) Federally Funded Research and Development Center (FFRDC) Support - ACWS will engage FFRDC(s) to support the program as Subject Matter Experts as well as perform Independent Verification and Validation (IV&V) of deliverables.

i) Systems Engineering Technical Assistance (SETA) Support – ACWS will have one or more companies providing Advisory and Assistance Support as defined in FAR 37.2.

9.0 Compliance References

Compliance requires a thorough understanding of guidance, policy, regulations laws and other standards governing federal acquisition as they apply to the ACWS solution and processes for implementation. Compliance for the ACWS program includes the prevailing versions of the following references:

- Title 31 United States Code (U.S.C.), Public Law 104-208, Federal Financial Management Improvement Act (FFMIA) of 1996 and as updated 2009
- Title 40 U.S.C., Subtitle III - The Clinger-Cohen Act (CCA)
- Title 41 U.S.C. - Public Contracts, Section 434 - Modular Contracting for Information Technology, February 1, 2010
- Public Law 112-239, H.R. 4310, Section 862 – Uniform Contract Writing System Requirements, NDAA for FY2013
- Title 44 United States Code (U.S.C), Public Law 113-283, Federal Information Security Modernization Act of 2014 (FISMA), Decmber 18, 2014

- Federal Acquisition Regulation (FAR), current release
- Defense Federal Acquisition Regulation Supplement (DFARS), current release
- GAO GAO-16-89G Schedule Assessment Guide Best Practices for Project Schedule, December 2015
- DFARS Clause 252.204-7012 Safeguarding Covered Defense Information and Cyber Incident Reporting
- Army Federal Acquisition Regulation Supplement (AFARS), current release
- DoD Architecture Framework (DoDAF) Version 2.02, August 2010
- DoD Directive 8000.01, Management of the Department of Defense Information Enterprise, February 10, 2009
- Under Secretary of Defense, Acquisition Technology and Logistics, Memo, Subject: Updated Stategic Plan For Defense Wide Procurement Capabilities – Version 2.1, February 18, 2016
- DoD Strategic Plan for Defense Wide Procurement Capabilities (A Functional Strategy), Version 2.1, February 12, 2016
- Office of the Secretary of Defense, Memo, Subject: DoD Requirements Overview for Procure-to-Pay Data Exchanges One through Four, February 9, 2016
- Under Secretary of Defense, Acquisition Technology and Logistics, Memo, Subject: Update to Procurement Internal Controls for Business Systems, February 26, 2016
- DoD Compliance Roadmap For Existing and Future Contract Writing and Administration Capabilities, Version 1.0.1, June 15, 2011
- Committee on National Security Standards (CNSSI) 1253, February 21, 2014
- DoDI 5000.02, Operation of the Defense Acquisition System, January 7, 2015
- DoDM 5000.04-M-1, Cost and Software Data Reporting (CSDR) Manual, November 4, 2011
- DoDI 5015.02 DoD Records Management Program, February 24, 2015
- DoDI 5200.44, Protection of Mission Critical Functions to Achieve Trusted Systems and Networks (TSN), November 5, 2012
- DoDI 8330.01 Interoperability of Information Technology (IT), Including National Security Systems (NSS), 2014
- DoDI 8500.01 Cybersecurity, March 14, 2014
- DoDI 8510.01, Risk Management Framework (RMF) for DoD Information Technology (IT), March 12, 2014
- DoDI 8582.01, Security of Unclassified DoD Information on Non-DoD Information Systems, June 6, 2012
- DoDI 8140.01 Cyberspace Workforce Management, August 11, 2015
- DoD 8570.01-M Information Assurance Workforce Improvement Program, Incorporating Change 4, November 10, 2015
- DoDI 8551.01 Ports, Protocols, and Services Management (PPSM), May 28, 2014
- DoD Operational Suitability Test Criteria for Contract Writing Systems (CWS), V0.3, April 29, 2011
- CJCSM 3170.10I, Joint Capabilities Integration And Development System, January 23, 2015

- CJCSI 6212.01F, “Net Ready Key Performance Parameter (NR KPP)”, March 21, 2012
- AR 25-1, Information Management: Army Information Technology, June 25, 2013
- AR 25-2, Information Management: Information Assurance, Rapid Action Revision, March 23, 2009
- AR 70-1, “Research, Development, and Acquisition: Army Acquisition Policy”, July 22, 2011
- AR 70-77, Program Protection, April 7, 2014
- AR 73-1, Test and Evaluation Policy, August 1, 2006
- AR 715-30, Secure Environment Contracting, February 1, 2013
- Business Enterprise Architecture (BEA) 10.0, February 14, 2013
- National Institute of Standards and Technology (NIST) Special Publication 800-37 Rev 1
- National Institute of Standards and Technology (NIST) SP 800-53 Rev 4, January 29, 2015
- NIST SP 800-53 Rev 1, June 10, 2014
- MIL-STD-1472G, Human Engineering, January 11, 2012
- MIL-STD-2525D, Joint Military Symbology, June 10, 2014
- MIL-STD-46855A, Human Engineering Requirements for Military Systems Equipment, and Facilities May 24, 2011
- HF-STD-001, The Human Factors Design Standard, For Acquisition of Commercial-Off-The-Shelf, Non-Developmental, and Developmental Systems, May 2003
- Department of Defense Risk, Issue, and Opportunity Management Guide for Defense Acquisition Programs, June 2015

END OF ACWS SOO

Appendix A: Acronym List

Acronym	Definition
A&A	Assessment and Authorization
AAE	Army Acquisition Executive
AC	Active Component
ABC	Army Business Council
ABSS	Automated Business Services System
ACART	Architecture Compliance and Requirements Traceability
ACAT	Acquisition Category
ACAT I MAIS	Acquisition Category I Major Automated Information Systems
ACC	Army Contracting Command
ACE	Army Contracting Enterprise
ACWS	Army Contract Writing System
ADM	Acquisition Decision Memorandum
AFARS	Army Federal Acquisition Regulation Supplement
ASFI	Army Single Face to Industry
AILA	Army Integrated Logistics Architecture
AIS	Automated Information System
AKO	Army Knowledge Center
ALT	Acquisition, Logistics, and Technology
ALTESS	Acquisition, Logistics, and Technology Enterprise Systems and Services
AMC	Army Materiel Command
AMCOM	Aviation and Missile Command
ANSI	American National Standards Institute
AO	Authorizing Official
AoA	Analysis of Alternatives
AOTR	Assessment of Operational Test Readiness
APB	Acquisition Program Baseline
AR	Army Regulation
ARB	Architecture Review Board
ARP	Acquisition Requirements Package
ARNG	Army National Guard
ARTPC	Army Research Technology Projection Center
AS	Acquisition Strategy
ASA	Assistant Secretary of the Army
AT&L	Acquisition, Technology, and Logistics
ATAAPS	Automated Time, Attendance, and Production System
ATC	Authority to Connect
ATD	Authorization Termination Date / Authority to Disconnect
ATEC	Army Test and Evaluation Command
ATO	Authority to Operate
ATP	Authority to Proceed
BEA	Business Enterprise Architecture
BI	Business Intelligence
BMD	Business Management Division
BO	Business Outcome
BPR	Business Process Reengineering
C&A	Certification and Accreditation
CAC	Common Access Card
CAC/PKI	Common Access Card/Public Key Infrastructure
CAE	Component Acquisition Executive
CAR	Contract Action Report
CARD	Cost Analysis Requirements Description
CBA	Cost Benefit Analysis

Acronym	Definition
CBT	Computer-Based Training
CC	Contracting Center
CCA	Clinger-Cohen Act
CCB	Change Control Board / Configuration Control Board
CCR	Central Contractor Registration
CCSS	Commodity Command Standard System
CDD	Capability Development Document
CDR	Critical Design Review
CDRL	Contract Data Requirements List
CEFMS	Corps of Engineers Financial Management System
CES	Cost Element Structure
CFOA	Chief Financial Officer's Act
CG	Commanding General
CIO	Chief Information Officer
CISIL	Centralized Information System for International Logistics
CLIN	Contract Line Item Number
CLS	DPAP Clause Logic Web Service
CM	Configuration Management
CMO	Capability Management Office / Chief Management Officer
CMRA	Contractor Manpower Reporting Application
CoN	Certificate of Networthiness
CONOPS	Concept of Operations
CONUS	Continental United States
COOP	Continuity of Operations
COR	Contracting Officer Representative
CORT	Contracting Officer's Representative Tool
COTS	Commercial-off-the-Shelf
CPARS	Contractor Performance Assessment and Reporting System
CPD	Capability Production Document
CPI	Critical Program Information
CPIF	Cost Plus Incentive Fee
CR	Change Request
CRB	Change Review Board
CRD	Change Requirements Document
CS	Cybersecurity Strategy
CSB	Configuration Steering Board
CTA	Capstone Threat Assessment
CV	Cost Variance
DA	Department of the Army
DAADS	Defense Assistance Awards Data System
DAG	Defense Acquisition Guideline
DAMES	Defense Automated Message Exchange System
DASA(P)	Deputy Assistant Secretary of the Army (Procurement)
DASC	Department of the Army System Coordinator
DASD	Deputy Assistant Secretary of Defense
DAU	Defense Acquisition University
DBC	Defense Business Council
DBS	Defense Business System
DCAA	Defense Contract Audit Agency
DCMA	Defense Contract Management Agency
DCMO	Deputy Chief Management Officer
DEAMS	Defense Enterprise Accounting and Management System
DFARS	Defense Federal Acquisition Regulation Supplement
DFAS	Defense Finance and Accounting Services

Acronym	Definition
DIA	Defense Intelligence Agency
DIACAP	DoD Information Assurance Certification and Accreditation Process
DISA	Defense Information Systems Agency
DLA	Defense Logistics Agency
DLIS	DLA Logistics Information Service
DMLSS	Defense Medical Logistics Support System
DoD	Department of Defense
DODAF	Department of Defense Architecture Framework
DoDD	Department of Defense Directive
DoDI	Department of Defense Instruction
DOT&E	Director, Operational Test and Evaluation
DOTMLPF	Doctrine, Organization, Training, Material, Leadership & Education, Personnel, Facilities
DPAP	Defense Procurement and Acquisition Policy
DT	Developmental Test
DT&E	Developmental Test and Evaluation
EA	Enterprise Architecture
ECP	Engineering Change Proposal
EDA	Electronic Data Access
EDW	Enterprise Data Warehouse
EISP	Enhanced Information Support Plan
EMD	Engineering and Material Development
ERP	Enterprise Resource Planning
ESC	Executive Steering Committee
ESRS	Electronic Subcontracting Reporting System
EU	End User
EV	Earned Value
EVM	Earned Value Management
ESG	Executive Steering Group
FAPPIIS	Federal Awardee Performance and Integrity Information System
FAR	Federal Acquisition Regulation
FBO	Federal Business Opportunities
FD	Fully Deployed
FDD	Full Deployment Decision
FFMIA	Federal Financial Management Improvement Act
FISMA	Federal Information Security Management Act of 1996 Federal Information Security Modernization Act of 2014
FM&C	Financial Management and Comptroller
FMFIA	Federal Managers' Financial Integrity Act
FOT&E	Follow-on Operational Test and Evaluation
FPDS-NG	Federal Procurement Data System – Next Generation
FRACAS	Failure Reporting, Analysis, and Corrective Action System
FRT	Final Regression Test
FSRS	Federal Funding Accountability and Transparency Act Subaward Reporting System
FY	Fiscal Year
GAO	Government Accountability Office
GEX	Global Exchange
GFE	Government Furnished Equipment
GFEBS	General Fund Enterprise Business System
GFEBS - SA	General Fund Enterprise Business System – Sensitive Activities
GFI	Government Furnished Equipment
GIG	Global Information Grid
GOTS	Government-Off-The-Shelf
GTP	GIG Technical Profiles
HLO	High-Level Objectives

Acronym	Definition
HQ	Headquarters
HQACPERS	Headquarters Army Civilian Personnel System
HQDA	Headquarters, Department of the Army
HUBZone	Historically Underutilized Business Zone Small Business
HW	Hardware
IA	Information Assurance
IaaS	Infrastructure as a Service
IAPS	Integrated Accounts Payable System
IBR	Integrated Baseline Review
ICD	Initial Capabilities Document or Interface Control Document
ID/IQ	Indefinite Delivery/Indefinite Quantity
IGCE	Independent Government Cost Estimate
ILS	Integrated Logistics Support
IMP	Integrated Master Plan
IMS	Integrated Master Schedule
IO	Information Operations
IOC	Initial Operating Capability
IOT&E	Initial Operational Test and Evaluation
IPPS-A	Integrated Personnel and Pay System-Army
IPS	Intellectual Property Strategy
IPT	Integrated Product Team
iRAPT	Invoice, Receipt, Acceptance, and Property Transfer (formerly Wide Aware Workflow)
IRB	Investment Review Board
ISP	Information Support Plan
ISSA	Inter-Service Support Agreement
IT	Information Technology
ITEA	Initial Threat Environment Assessment
IUID	Item Unique Identification
IV&V	Independent Verification and Validation
JITC	Joint Interoperability Test Command
JIOTWG	Joint Information Operations Threat Working Group
JWICS	Joint Worldwide Intelligence Communication System
KO	Contracting Officer
KPP	Key Performance Parameter
KSA	Key System Attribute
LCMC	Life Cycle Management Command
LCSP	Life Cycle Sustainment Plan
LDD	Limited Deployment Decision
LMP	Logistics Modernization Program
LUT	Limited User Test
M&S	Modeling and Simulation
MAIS	Major Automated Information System
MCFA	Mission Critical Functions Analysis
MDA	Milestone Decision Authority
MDAP	Major Defense Acquisition Programs
MOA	Memorandum of Agreement
MOCAS	Mechanization of Contract Administration Services
MS	Milestone
MSA	Materiel Solution Analysis
N/A	Not Applicable
NAICS	North American Industry Classification System
NDAA	National Defense Authorization Act
NET	New Equipment Training
NIPRNET	Nonsecure Internet Protocol Router Network

Acronym	Definition
NR	Net Readiness
NR-KPP	Net-Ready Key Performance Parameters
O&S	Operations and Support
OBT	Office of Business Transformation
OCM	Organizational Change Management
OCONUS	Outside the Continental United States
ODASA(P)	Office of the Deputy Assistant Secretary of the Army – Procurement
ODASD	Office of the Deputy Assistant Secretary of Defense
OE	Operational Environment
OIPT	Overarching Integrated Product Teams
OMB	Office of Management and Budget
OOTB	Out of the Box
OSD	Office of the Secretary of Defense
OT&E	Operational Test and Evaluation
OTA	Operational Test Agency
OTRR	Operational Test Readiness Review
OV	Operational View
OV-4	Organizational Relationship Chart
PaaS	Platform as a Service
PADDS	Procurement Automated Data and Document System
P2	Programs and Project Management Information System
PD2	Procurement Desktop-Defense
PdM	Product Manager
PDR	Preliminary Design Review
PDS	Procurement Data Standard
PEO EIS	Program Executive Office Enterprise Information Systems
PIA	Private Impact Assessment
PII	Personally Identifiable Information
PIR	Post Implementation Review
PKI	Public Key Infrastructure
PM	Project Manager
PMO	Program / Project / Product Management Office
POA&M	Plan of Action and Milestones
POE	Program Office Estimate
PPIRS	Past Performance Information Retrieval System
PPIRS-SR	Past Performance Information Retrieval System – Statistical Reporting
PPP	Program Protection Plan
PSGB	Procurement Systems Governance Board
PWS	Performance Work Statement
QA	Quality Assurance
QAS	Quality Assurance System
QASP	Quality Assurance Surveillance Plan
QM	Quality Management
QPR	Quarterly Performance Review
QTR	Quarter
RAM	Reliability, Availability, and Maintainability / Random Access Memory
R&D	Research and Development
RDT&E	Research, Development Test & Evaluation
RFI	Request for Information
RFP	Request for Proposal
RMF	Risk Management Framework
RMP	Risk Management Plan
RMS	Resident Management System
RTM	Requirements Traceability Matrix

Acronym	Definition
SAM	System for Award Management
SAT	System Acceptance Test
SB	Small Business
SBA	Small Business Administration
SBIR/STTR	Small Business Innovation Research/Small Business Technology Transfer Program Technologies
SCA	Security Control Assessor
SDB	Small Disadvantaged Business
SDVOSB	Service Disabled Veteran-Owned Small Business
SE	Systems Engineering
ST&E	Security Test and Evaluation
SEP	Systems Engineering Plan
SI	System Integrator
SIPRNET	Secret Internet Protocol Router Network
SLA	Service Level Agreement
SME	Subject Matter Expert
SOA	Service Oriented Architecture
SOW	Statement of Work
SPI	Schedule Performance Index
SPOT	Synchronized Pre-Deployment and Operational Tracker
SPS	Standard Procurement System
SSEB	Source Selection Evaluation Board
STAR	System Threat Assessment Report
SV	Systems View / Schedule Variance
SW	Software
TBD	To Be Determined
TEMP	Test and Evaluation Master Plan
TO	Task Order
TRADOC	Training and Doctrine Command
TRR	Test Readiness Review
USACE	United States Army Corps of Engineers
USD	Under Secretary of Defense
VCE	Virtual Contracting Enterprise
VOSB	Veteran-Owned Small Business
WBS	Work Breakdown Structure
WBT	Web-Based Training
WDOL	Wage Determination Online
WIPT	Working Level Integrated Product Team
WOSB	Woman-Owned Small Business